

**Good Food Institute**  
**Policy Plan 2019**  
*as compiled for the Dutch public*

**1. Mission**

The Good Food Institute, Inc. (GFI) is a 501(c)(3) nonprofit organization incorporated in Delaware in 2015. The mission of GFI is to harness the power of food innovation and markets to transform the global food system away from conventional animal products and toward plant-based and cultivated meat.

**2. Activities**

The activities of GFI are funded through grants and contributions. Periodic updates about our activities can be found on our website [www.gfi.org](http://www.gfi.org).

***Science and Technology***

GFI's Science and Technology (SciTech) Department develops and promotes the science of plant-based and cultivated meat, egg, and dairy technologies. GFI's scientists are the global experts in this sector and work to ensure that a roadmap exists for plant-based and cultivated alternatives; that the best scientists are engaged in plant-based and cultivated meat, egg, and dairy research and development; and that significant funds are directed toward scientific endeavors to transform agriculture away from the industrial farming of animals.

***Policy***

GFI's Policy Department is focused on creating a clear pathway to market for cultivated meat and leveling the playing field for alternatives to industrially produced animal products. The policy team directs three primary initiatives: 1) Creating a Clear Path to Market for Cultivated Meat; 2) Encouraging Public Investments in Research and Development; and 3) Leveling the Playing Field for Plant-Based Products.

***Corporate Engagement***

GFI's Corporate Engagement Department works to replicate past market transformations by showing corporations how plant-based alternatives to animal products have the potential to be very profitable while also meeting their environmental, social, and governance (ESG) goals. We meet with the top executives at the most successful chain restaurant and grocery stores, as well as with major food companies and manufacturers of plant-based meat. Our goal in all cases is to increase the quality and quantity of plant-based meats that are available in the marketplace and to prepare corporations for the products of cultivated meat in the coming years ahead. With

the help of our colleagues in Science and Technology, we also recruit and support entrepreneurs in creating their own companies in the plant-based and cultivated meat space.

### ***International Engagement***

GFI's International Engagement team works with our international affiliates to expand the impact of GFI in India, Brazil, Europe, Israel and the Asia-Pacific.

### ***Communications***

GFI's Communications Department works to ensure that GFI's work across the other programmatic departments achieves maximum impact. Our communications team secures media attention for mission-aligned companies, for the science of plant-based and clean meat generally, for GFI's regulatory and statutory work, and for our corporate engagement efforts—thereby supporting the work of our entire organization and bringing unparalleled exposure to world-changing food innovation. Additionally, we drive the conversation about innovative alternatives to industrial animal agriculture on social media, insert GFI experts into the conversation at key conferences, and maintain a website that serves as the web's central hub for information related to plant-based and clean meat research and innovation. We organize The Good Food Conference, the world's leading event focused on accelerating the marketplace for plant-based and cultivated meat, two promising technologies that will enable the planet to sustain almost 10 billion people by 2050.

## **3. Finances**

GFI's financial statements are audited by an independent auditor each year and we file Form 990 to the US Internal Revenue Service by 15 May after the end of each financial year (or 15 November with a due date extension granted by the IRS). We are also required to maintain charitable registrations and file annual tax returns in every state in the United States.

GFI has been granted the GuideStar Platinum level for transparency for several years in a row and we are also an Animal Charity Evaluators top charity. The Good Food Institute carefully manages its financial performance to ensure that funds go to support programs as demonstrated by its world class indicators for 2018 of 81% of expenses going to program expenses, 8% to fundraising and 11% to administrative. We review our detailed financial results every month to monitor our performance throughout the year.

## **4. Assets Management**

Our finance department is responsible for the management of assets including custody, tracking, transfer and insurance. We ensure that we have separation of duties and

responsibilities with oversight from the Director of Finance, Executive Director, and Audit Committee of the Board. The Good Food Institute entered into affiliate agreements with several international organizations in 2019. The affiliates are separate legal entities formed in their respective countries that receive grants from GFI and manage their own financial accounts. GFI monitors their financial statements on a monthly basis and their financial accounts for 2019 will be independently audited and consolidated with the GFI US accounts pursuant to GAAP.

Further detail is available on request.

## **5. Governance**

GFI's Board of Directors has general management and control over all property, affairs and funds of the organisation. In accordance with GFI's bylaws, the board must consist of no less than 3 and no more than 9 directors.

GFI's Board of Directors is comprised of

- Stewart David (Chair)
- Bruce Friedrich
- Vandhana Balasubramanian
- Kathleen Freston
- Cameron Icard

And the officers are Bruce Friedrich (Executive Director) and Sarah David (Secretary and Treasurer)

*Please note that although they have the same surname, there is no relation between Stewart David and Sarah David.*